Human Resource Management

Leadership Styles

Motivation

Managing Teams

Leading Change

Agenda

- Presentation
- Break
- Group exercise

Objectives

- Learn to use situational leadership
- Discuss the “Orming Model” of team building
- Discuss the concept of situational motivation
- Manage and implement change

Leadership Styles

Leadership: Definition

- “A process by which people are imaginatively directed, guided and influenced in choosing and attaining goals. Something a person does to influence others” (Steers, 1998)
- “Process by which one person influences others to do something voluntarily, rather than out of fear or due to coercion.” (Dunn, 2002)

Leadership Style

- How you behave when you are trying to influence the performance of someone else
- Combination of directive and supportive behaviors.
- Involves problem-solving and decision-making processes

Examples of Leadership Styles

- Autocratic (Theory X)
- Democratic (Theory Y)
- Theory Z Approach
- Free-Reign Leadership

Situational Leadership

Behavior Continuum

Supportive

- Listen
- Provide support
- Encourage
- Facilitate problem solving and decision making

Directive

- Tell people:
- What to do
- How to do it
- Where to do it etc…

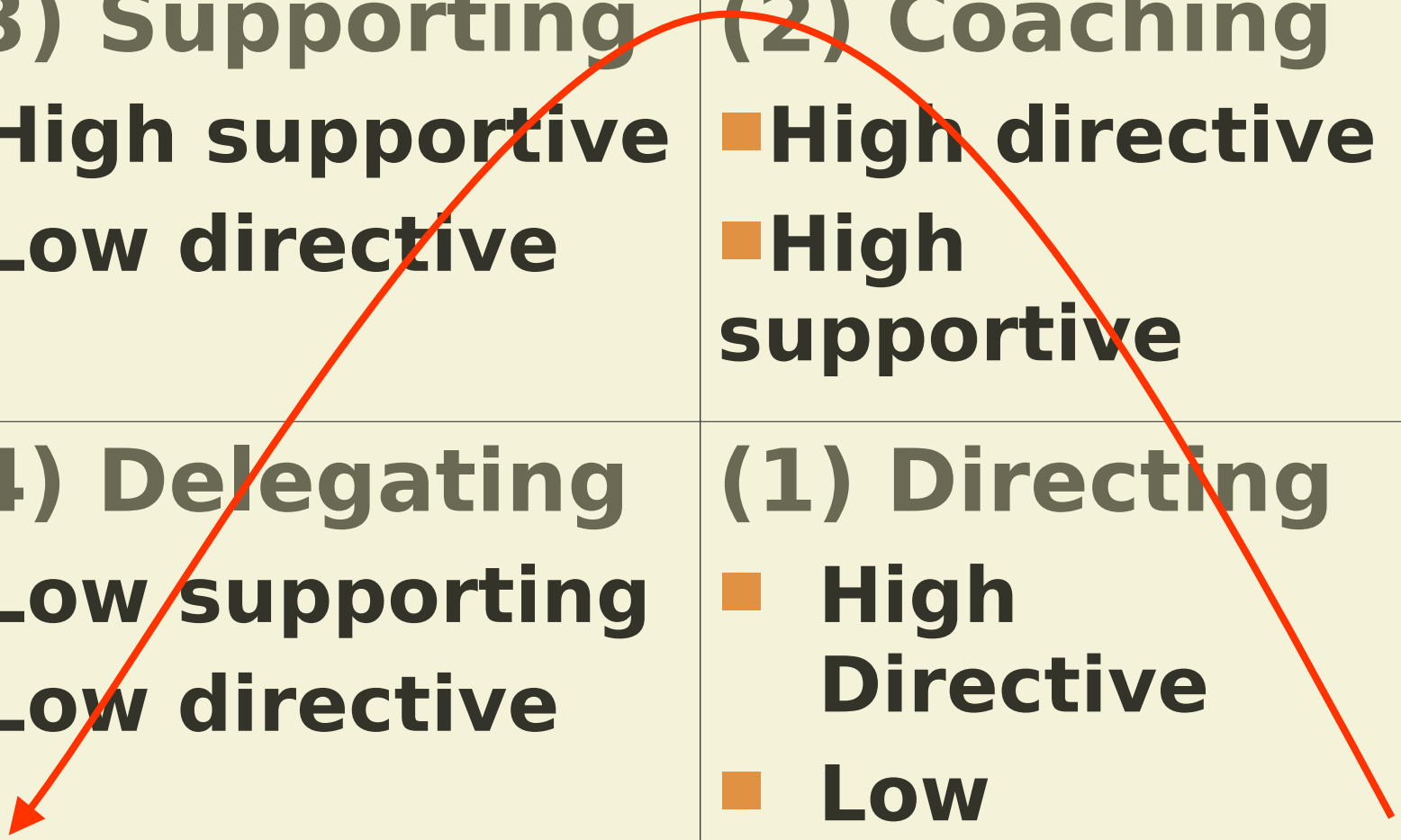
Situational Variables

- Leader
- Follower
- Associates/ Peers
- Community
- Organization
- Job demands
- Time

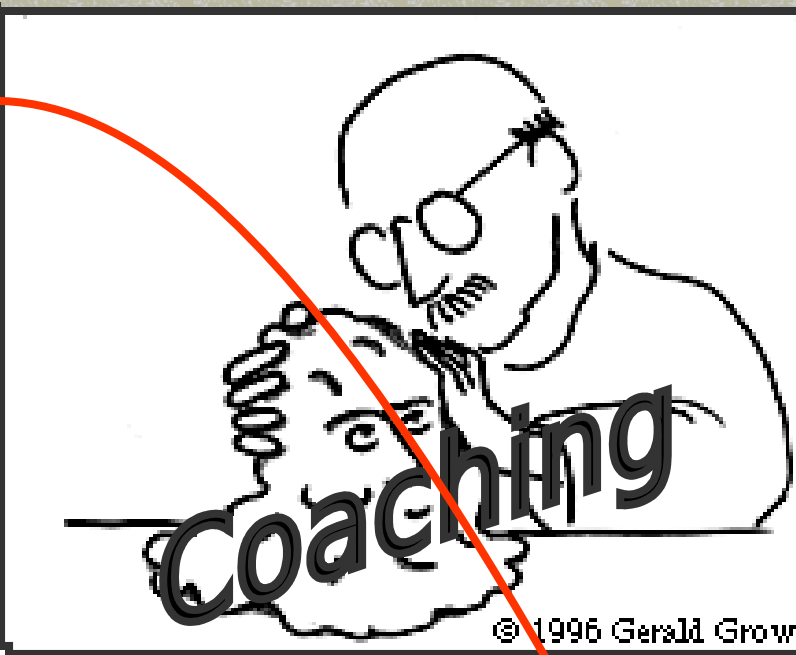
(3) Supporting ■ Focus of control shifts to follower ■ Actively listens ■ Follower skill level is growing	**(2) Coaching** ■ Listen to feedback 2-way communication ■ Leader controls decisions
(4) Delegating ■ Discuss problems with followers ■ Seeks joint agreement on solutions ■ Subordinates make decisions	**(1) Directing** ■ Leader defines roles of followers ■ Leader makes decisions ■ One-way communication

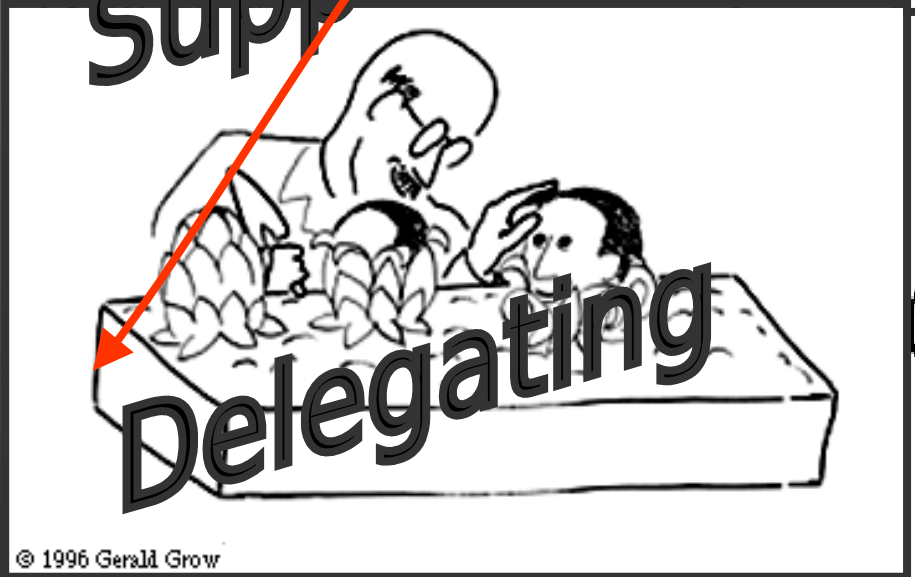
Style Model

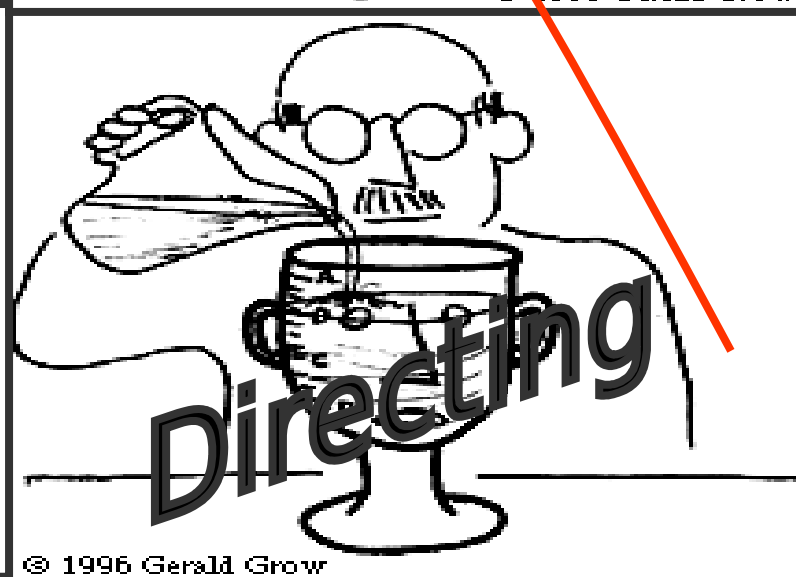
(3) Supporting ■ **High supportive** ■ **Low directive**	**(2) Coaching** ■ **High directive** ■ **High supportive**
(4) Delegating ■ **Low supporting** ■ **Low directive**	**(1) Directing** ■ **High Directive** ■ **Low Supportive**



For the Visual Learners!...







Leadership Goals

- Match the best leadership style to the development level of the subordinate
- Use supporting and delegating and still get high quality results.

Leading Teams

“Wearing the same shirts doesn't make you a team”

- Buchholz and Roth

"Orming" Model of Team Development

Forming

Storming

Norming

Performing

Bruce Tuckman (1965) of the Naval Medical Research Institute at Bethesda, Maryland

Forming

- Group members first come together to lay foundation for team
- Driving emotions: excitement, anxiety, dependence and uncertainty
- Low degree of trust and understanding

Leadership Strategies

- Add structure to team meetings, for example, assemble a team charter, focus discussions, clarify tasks, and help to define team roles.
- Encourage learning within the group
- Watch for dominant behavior
- Invite all to participate equally.

Storming

- Members begin to realize the amount of complicated work ahead
- Many teams temporarily de-rail at this stage
- Issues: Power. Control and conflict

Leadership Strategies

- Facilitate dialogue
- Be a moderator between dissenting voices around the table
- Guide decisions and problem-solving efforts
- Reaffirm the vision and purpose
- Run interference with outside groups
- Ensure adequate resources to do the job

Norming

- People get used to working with one another
- More cooperation, less competition, more acceptance, and comfort in giving and receiving feedback
- Team feels ownership
- Issues: Sharing of responsibility, building confidence in reaching goals, and developing trust and respect among members

Leadership Strategies

- Back off – let the team be independent.
- Delegate more

Performing

- Team members are comfortable with each other and everyone is "reading from the same page".
- Everyone’s highest concern is team success.
- Issues: Continuous accomplishment of goals and maintaining the momentum.

Leadership Strategies

- Create environment of connection where members feel valued
- Possibly suggest new goals and opportunities
- Implement a self-evaluation process.
- Be conscientious about the different personality styles within the group, and match your leadership tactics to the stage of team development

“If you're ridin' ahead of the herd, take a look back every now and then to make sure it's still there.”

Will Rogers

Motivation: Definition

"The process affecting the inner needs or drives that arouse, move, energize, direct and sustain human behavior" (Dunn, 2002)

Theories of Motivation

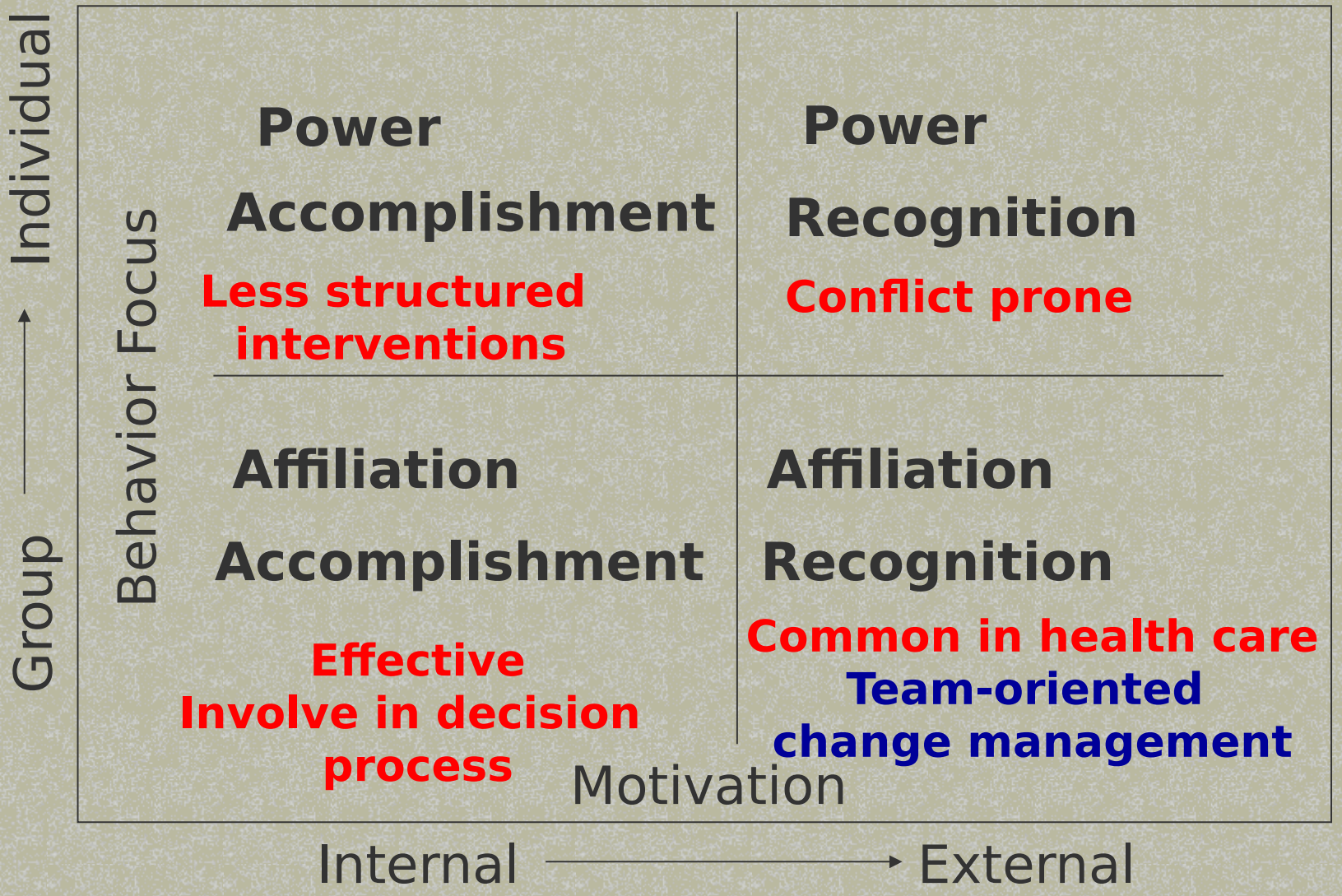
- Maslow's Hierarchy of Needs
- Herzberg's Motivation-Hygiene Theory
- McClelland's Achievement Theory
- Vroom's Expectancy Model
- Skinner' Reinforcement Model

Keys to Motivation

Drivers

- Recognition & Positive reinforcement
- Accomplishment
- Power
- Affiliation

Situational Motivation



Using Job Design to Motivate

Changing the content or process of a job to increase job satisfaction and performance

Approaches to Job Design

- Scientific management
- Job enlargement
- Job rotation
- Job enrichment

Causes of Job Satisfaction

- Need fulfillment
- Equity
- Discrepancies
- Value attainment
- Trait/genetic components

Working With Generations

- “Silenters”
- Baby Boomers
- Gen X
- Gen Y

Leading Change

“The only thing constant in business is change”

Change and Innovation

- Change - any modification in the organization
  - Technical, product, service, administrative, structural, strategy, human resource, etc.
- Innovation - a new idea or practice

Stages

- Awareness
- Identification
- Implementation
- Institutionalization

Managing Change

- Focus on changes in which management can make a difference
- Designate the organizational level involved in the change
- Determine the latent consequences of change

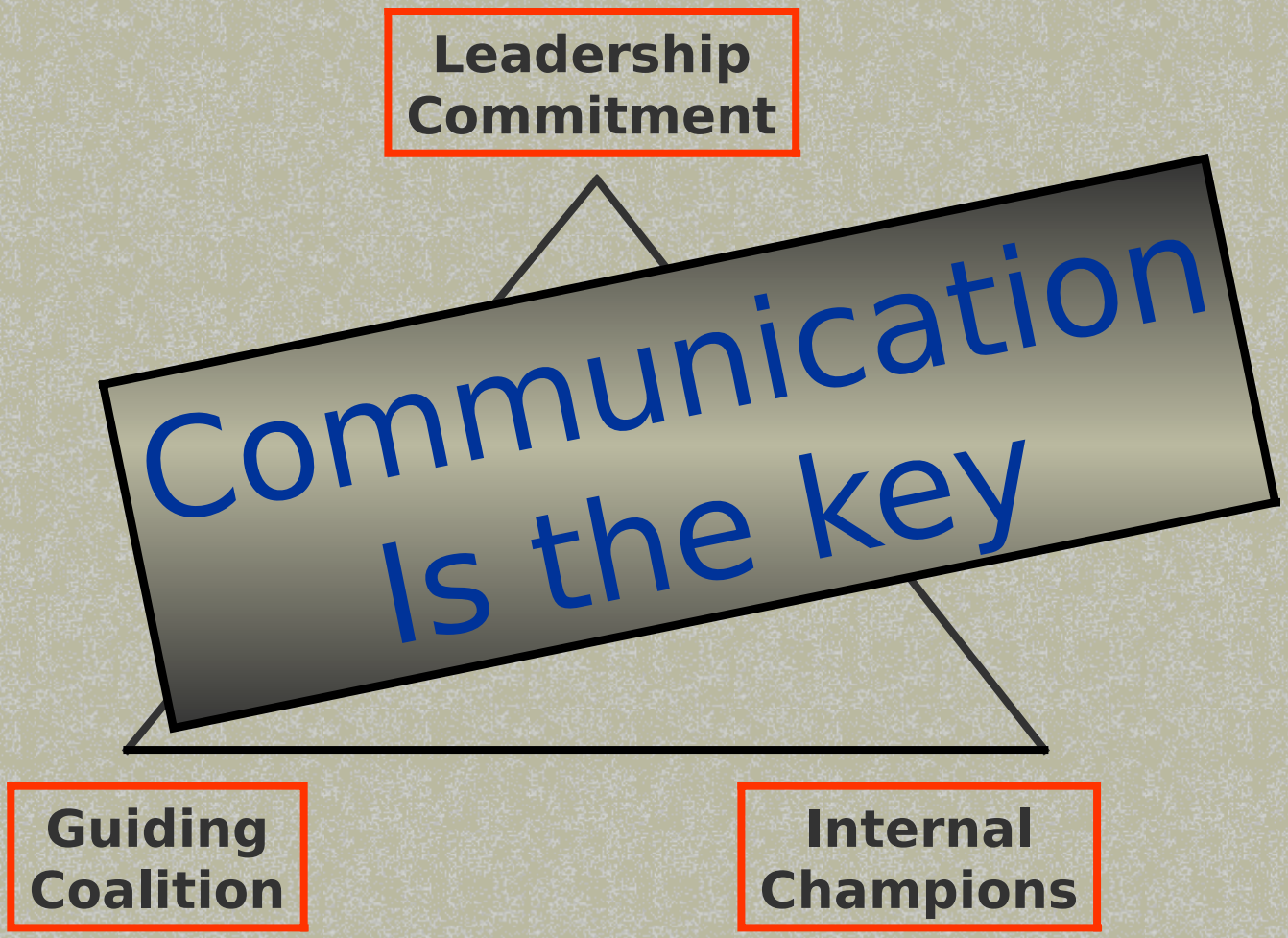
Managing Change

- Monitor the stage of change, and interact/facilitate when necessary
- Consider using process consultation, sensitivity training, confrontation meetings
- Follow up with continuing education

Successful Change Management

- Strength of corporate culture
  - Integration of change management and cultural alignment
  - Motivation/individuals needs
- Readiness to change
- Ability to change
- Time required to change

Change Champions



Change Strategies

- Pilot
- Phased
- Parallel Run
- “Big Bang”

Wrap Up

Job design
Change Management
Leadership
Increased Productivity
Motivation
Morale

Take Home Thoughts

- What have you learned about yourself and your primary leadership style (strengths/weaknesses)?
- What do you see as your biggest leadership challenge(s)? What leadership strategies can you employ to overcome these challenges?